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City Club of Portland (Portland, Or.)

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"Harmony in
Diversity"

PORTLAND CITY CLUB BULLETIN

"Active
Citizenship"

VOLUME III

PORTLAND, OREGON, NOVEMBER 17, 1922

NUMBER 8

FRIDAY, NOVEMBER 17

Hotel Benson, 12:10

SPEAKER

NORMAN K. TULLY

Fellow Club Member

SUBJECT

"Lincoln as an Orator"

"CHILDREN'S BOOK WEEK" . . . RICHARD W. MONTAGUE

THE PORTLAND COMMUNITY CHEST

"SURE WE'LL HELP" . . . E. C. SAMMONS
President of Chest Campaign

Presentation of City Club Survey—MacCormac Snow, Chairman

CITY CLUB GROUP SINGING

CHEST SURVEY PUBLISHED

THE survey of the Portland Community Chest, a special City Club report appearing as a supplement to this issue of the *Bulletin*, is, in many ways, an ideal presentation of a question from a City Club point of view. In the first place, the Committee has set out to ascertain facts concerning the Portland Community Chest and to present these facts in a terse, readable and well organized report for the information of City Club members. With the approval of the Board of Governors the result of the work is submitted to the Club in published form.

The members of the Committee are: MacCormac Snow, chairman, Prescott Cookingham, George Ehinger, Lyle G. Fear, J. P. Dawson, W. B. MacKay and C. L. Whealdon.

The proposal for a survey of the Chest came to the Governors last June in the form of a written suggestion from a new City Club member, who had been so impressed by other City Club reports that he felt that here was an opportunity for the Club to present a study of the Community Chest. This suggestion was

CONTINUED ON PAGE 4

CLUB WILL TAKE TRIP

A CHANCE to see a City in the making, including also the construction of a huge industrial plant, is the opportunity for the City Club that has grown out of the invitation by the Port of Portland to make a tour of the harbor.

Since the announcement was made last week, J. H. Polhemus, General Manager of the Port, conceived the idea of changing the harbor trip to an inspection tour by the City Club of the Long Bell lumber project at Longview, formerly Kelso, Wash.

This would be the first visit by a Portland civic organization under the official auspices of the Port of Portland and offers an opportunity which should tear every City Club member from his desk.

Leading attractions of the trip would be:

The Port will have two dredges operating on what is probably the biggest dredging job on the Pacific Coast.

Work has started on the development of the \$16,000,000 Long Bell industrial plant.

Longview expects to have over 20,000 inhabitants—see city planning in the rough.

CONTINUED ON PAGE 4

PORTLAND CITY CLUB BULLETIN

Published Weekly By

THE CITY CLUB

OF PORTLAND

Office of the Club 308 Henry Building
Telephone Broadway 8079

Subscription Price \$1.00 per year

Entered as Second Class Matter, October 29, 1920, at the postoffice at Portland, Oregon, under act of March 3, 1879

"To inform its members and the community in public matters and to arouse them to a realization of the obligations of citizenship."

CITY CLUB OFFICERS

E. T. MISCHE	President
DR. OTIS B. WIGHT	First Vice-President
ELLIS R. HAWKINS	Second Vice-President
DR. J. EARL ELSE	Secretary
IRA T. WALKER	Treasurer

GOVERNORS

L. D. BOSLEY
RICHARD F. SCHOLZ
C. W. PLATT
ROBERT R. RANKIN
DR. C. ULYSSES MOORE
GEORGE E. MURPHY

ROBERT W. OSBORN Executive Secretary

OTHER CITY CLUBS

From the City Club of Denver to the City Club of Portland:

"In the conduct of our affairs we have obtained many new ideas, inspiration and help from reading the *Bulletins* which you so regularly have sent us. We want to take this opportunity of thanking you for your generous cooperation and assistance.

"The City Club of Denver is rapidly getting under way. We now have a membership of about two hundred and are becoming more active all the time in civic affairs. We feel that our development from now on will be considerably more rapid."

Within two months after the organization of the Atlanta City Club last Spring, the Governors began to plan for Club quarters. Now comes the announcement in *City and State*, the Club's publication, that a lease has been obtained on the entire second floor of a new store building in the business district. Provision will be made for a lounge, library, office, committee and dining rooms.

WHO BENEFITS?

Does City Club Committee work benefit its members?

Several benefits from participation in City Club research work, thoroughly and enthusiastically consummated by its members, will occur to the reader.

1st. There is the close association with other members of the Committee, bringing about acquaintanceship and an exchange of ideas.

2nd. Inasmuch, as the subject under study is generally new to members of the Committee, additional knowledge is gained about a new problem.

3rd. As a result of the completed study, each committee member feels an increased interest, not only in future developments of that particular problem studied, but in other city affairs as well; and, in addition, his interest in the City Club is intensified, making him a loyal member and one who is interested in seeing the Club progress.

The last benefit most nearly typifies the purpose for which the City Club exists, "To inform its members and the community in public matters and to arouse them to a realization of the obligations of citizenship."

Ask City Club members who have served on the various Bureaus and Committees:—Public Health, Public Welfare, City Planning, Community Chest, Boys Work, Americanization, etc., and they will unhesitatingly admit their new interests in city government.

Unfortunately, all of the Club's 500 members are not engaged in active work. Every member, however, may profit from the reports of the committees and assist the Club by suggestions and support.

SCENIC PRESERVATION

Recently a public spirited citizen of Annapolis Royal, N. S. offered his money for the purchase, for public use, of small lots of timberland along highways and railroads "for the purpose," he writes, "of saving and perpetuating some of the present forest tree growth." These lots will never be cut over, nothing but the over mature or dead or blown down trees being removed from time to time as becomes necessary, keeping them in perpetual forest growth, under the care of a competent forester, thus serving the four-fold purpose of an example in scientific forestry, a picnic ground or Forest Park for the people as well as an oasis in the landscape and a reminder of the beautiful forests that once existed in this province.

The above interesting note is supplied by the City Club Committee on Scenic Preservation.

SUPPLEMENT TO
PORTLAND CITY CLUB
BULLETIN

"Harmony in
Diversity"

"Active
Citizenship"

VOLUME III

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NUMBER 8

THE COMMUNITY CHEST

OF PORTLAND, OREGON

A SURVEY BY
THE CITY CLUB

I. ORGANIZATION

HISTORY AND CONSTITUTION

THE COMMUNITY CHEST appears to have had its initial public suggestion in a "meeting of citizens" called by Mayor Baker on March 31, 1920, at the request of the Presidents' Council, composed of the heads of various Portland civic organizations, in which a proposed constitution was considered. During that Spring several meetings were held and the project further discussed. On July 27, 1920, under the auspices of the Presidents' Council, a meeting of delegates from various clubs and civic organizations adopted a constitution which still stands as the organic law governing the Chest.

These organizations, which still represent the membership of the Chest, were as follows: Portland Chamber of Commerce, Rotary Club of Portland, The City Club, Progressive Business Men's Club, Portland Central Labor Council, Portland Ad Club, Loyal Legion of Loggers and Lumbermen, Kiwanis Club, Portland Church Federation, East Side Business Men's Association, Portland Parent Teachers' Association, Oregon Civic League, Portland Realty Board, Veterans of Foreign Wars, Grand Army of the Republic, Portland Association of Credit Men, Daddies Club, Women's War Auxiliary, Hotel Men's Association, Spanish American War Veterans, Musicians' Club, City of Portland, County of Multnomah, American Legion.

Constitution Gives Purposes

The constitution states the purposes of the Chest—generally, to raise money for patriotic and charitable purposes and to distribute the

same to philanthropic organizations. It provides for a meeting of the General Council, consisting of three delegates from each of the various member organizations, on the third Wednesday in January of each year. It also provides for the election to membership in the General Council of a limited number of individuals "who have rendered notable service to the Community of Portland." This provision has not yet been exercised.

The constitution provides for the admission of charitable agencies to the benefits of the Chest, on terms to be prescribed by the Board of Directors, and also for their withdrawal. No beneficiary is permitted to solicit funds, other than for permanent endowment, without permission of the Directors. Beneficiaries must report all donations to the Chest.

Following adoption of the constitution the delegates proceeded to the election of the following twenty-three directors: Franklin T. Griffith, J. C. Ainsworth, Julius L. Meier, Eric V. Hauser, Mrs. T. D. Honeyman, E. N. Strong, Edw. Cookingham, B. C. Ball, Chas. F. Berg, C. D. Brunn, Mrs. E. R. Corbett, John F. Daly, Marshall N. Dana, J. C. English, Max Hirsch, Milton R. Klepper, Emery Olmstead, W. D. Whitcomb, W. B. Ayer, J. L. Etheridge, H. E. Reed, Ben Selling, Nathan Strauss.

These were divided into three groups, serving one, two and three years respectively.

The Chest was incorporated October 5, 1920, under the same name, constitution, membership and directorate.

PRESENT OFFICERS OF CHEST

H. E. Reed, Ben Selling, J. L. Etheridge, Nathan Strauss and W. B. Ayer have retired as directors, and are replaced by Geo. L. Baker, J. R. Bowles, D. A. Patullo, Amedee Smith and Robert E. Smith.

The following are the present officers:

Mayor Geo. L. Baker	<i>Honorary President</i>
Franklin T. Griffith	<i>President</i>
J. C. Ainsworth	<i>Vice-President</i>
Julius L. Meier	<i>Vice-President</i>
Eric V. Hauser	<i>Vice-President</i>
Mrs. Thos D. Honeyman	<i>Vice-President</i>
E. N. Strong	<i>Secretary</i>
Edw. Cookingham	<i>Treasurer</i>

It is needless to say that none of the above officers or the directors receive any compensation from the Chest.

COMMITTEES

The greater part of the business of the Chest is done by committees of its Directors.

EXECUTIVE COMMITTEE

The Executive Committee consists of Geo. L. Baker, Chairman, Franklin T. Griffith, Chas. F. Berg, John F. Daly, Marshall N. Dana, and J. C. English. This Committee does the general business of the Chest, conducts campaigns for funds, and reviews and recommends to the directors the findings of the Budget Committee.

FINANCE COMMITTEE

This consists of D. A. Pattullo, Chairman, Chas. F. Berg, and W. D. Whitcomb, and has charge of all expenditures other than the payment of allocations to the beneficiaries. A glance at the section of this survey dealing with the Chest overhead will show the purpose and amount of these expenditures. Salaries, office overhead, drive expenses and service costs are a few of the items. In 1921 this committee disbursed \$34,155.65 and in 1922, \$35,558.21.

INFORMATION COMMITTEE

C. D. Brunn, Chairman, Franklin T. Griffith, J. C. Ainsworth, J. C. English, Max S. Hirsch, D. A. Pattullo and Amedee M. Smith form this committee, which does a work sometimes misunderstood by contributors to the Chest and, perhaps, even by the "workers" who collect pledges during drives.

A salesman, to be successful, must know both his "line" and his customer. Solicitors for pledges, or "workers" as they are generally

called, are salesmen. Their object is to "sell" the Chest to everybody in their territory. Accordingly, they must know the Chest—what it does, costs and stands for; and they must also know the people they are to solicit—their business, means and impulses.

Information Necessary

The function of the Information Committee is to place in the hands of the workers, as far as possible, confidential information with respect to the persons they are to solicit.

We are constrained to record that in the past, through misunderstandings in the drive organizations, workers have occasionally used this information more in the nature of a hammer on the heads of prospects than as a whetstone to their own wits. However, it is believed that as the true objects of the Information Committee become better known to drive officials, mistakes of this kind will cease.

The last two Chests have been at some clerical and stenographic expense in compiling the work of the Information Committee. This expense is in the nature of an investment rather than an operating cost, as the results will be available in subsequent years with little additional expense. Moreover, the committee will have the subscription lists of the last two years, which will be an excellent indication of what may be expected in the future.

It is recognized by Chest officials that the Information Committee cannot properly seek into the private affairs of donors. The data compiled by them must be more or less publicly known. Much less can they expect to inform workers of fluctuations in the giving power of individual or corporate donors due to unusual events.

BUDGET COMMITTEE

This comprises J. C. Ainsworth, Chairman, C. D. Brunn, B. C. Ball, Max Hirsch, J. R. Bowles, Mrs. T. D. Honeyman, Emery Olmstead and W. D. Whitcomb. The work of this committee is arduous and is of the highest importance. To set forth the manner in which the allocations of the beneficiaries are made up, we are required first to touch upon the methods of accounting and bookkeeping employed by the beneficiaries under the supervision of the Budget Committee.

(a) Bookkeeping

When the Chest began to function, in preparation for the first drive which was launched March 28, 1921, it found a variety of bookkeep-

ing methods in use among the expected beneficiaries. In fact, some of the charitable organizations of the City were found to be practically without books and accounts. The first Budget Committee made up a budget of proposed allocations from the best information then available.

Accounting Methods Reformed

Promptly, however, the Budget Committee entered upon its policy of supervising the accounts of the beneficiaries, instructing them as to bookkeeping methods. In many cases it effected modifications in the direction of standardization. Where accounts were entirely lacking, it provided for the installation of simple systems. Nearly two years of operations have brought about the equipment of all the Chest beneficiaries with methods of bookkeeping and accounting of enough efficiency and uniformity to suit the purposes of the Budget Committee.

Nor has this reform tended to stifle the initiative of the beneficiaries. It has been accomplished by suggestion and education rather than by dictation. For example, although the Chest fiscal year is the calendar year, the beneficiaries have been allowed to retain their own fiscal years.

We cannot sufficiently praise this activity of the Chest. The introduction of better business methods in charitable institutions serves the inmates who receive the ultimate benefits, no less than the public which pays the bills.

(b) Reports and Audits

The Budget Committee, in order to keep properly and continuously advised of the finances of the beneficiaries, furnishes them with a form of report covering receipts and disbursements, which they are required to fill out and file with the Chest each month. Among the receipts is income from all sources, not merely from the Chest itself.

A glance at the form of monthly report before us shows as items of receipts: Appropriations from the State, County and City; Gifts, bequests and endowments from all sources including the Chest; and service and other dues and charges paid in some instances by inmates or members. The disbursement items cover all possible expenditures for upkeep, supplies, medical aid, salaries, insurance, taxes, interest, light, power, telephone, fuel and other related items.

All Accounts Are Audited

The accounts of all participating institutions are audited and checked against their monthly reports by a field auditor paid by the Chest. These reports of the field auditor are supervised

and reviewed by Messrs. Whitfield, Whitcomb & Co. without charge.

Payments on the budgets of the beneficiaries are made in accordance with their needs as shown by the monthly reports. However, annual allotments are not paid in twelve equal monthly installments. Seasonal demands are recognized and met. The Pisgah Home Colony, for example, located as it is on bad roads, must haul practically a winter's supply during the dry season. It necessarily draws more heavily on the Chest in summer, when it is making preparations, than in winter, when it does its best work.

(c) Preparation of Budgets

Each year, prior to the installation of the Chest Drive, all participating institutions submit to the Budget Committee their estimates for the coming year. These estimates are made on the same forms as those used for the monthly reports, and are shown in accordance with the required classification of receipts and disbursements. Agencies must bear in mind their expenditures of previous years and their increases, decreases or other changed requirements for the coming year.

The estimate of each institution is compared with its statement for the preceding year as reflected in its reports, audited as shown above. In this form it is presented to the Budget Committee. Questions as to the wisdom of certain expenditures are discussed at a joint meeting of the Committee and a representative of the institution in question. After such discussion and investigation the Budget Committee allocates a certain sum to the institution.

The amount of this allocation is the difference between the expected income of the institution for the coming year, from resources other than the Chest, and its expected disbursements, both as approved by the Budget Committee after investigation.

EXECUTIVE SECRETARY

The Executive Secretary is the only salaried officer. This officer keeps in touch with all of the business of the Chest. He meets with the various committees of the Directors and informs them as to details. He takes charge of the office of the Chest, consisting (between drives) of a stenographer, a bookkeeper, a comptroller, two collectors, and a field auditor—some of these on part time. Mr. Hugh H. Herdman, the present incumbent, devotes a portion of his time to another enterprise and his compensation from the Chest is accordingly reduced.

CONFIDENTIAL EXCHANGE

This was in existence when the Chest was organized and in the first budget received an allocation to cover its expenses. It is a clearing house of information identifying individuals and families receiving aid from Chest or non-Chest institutions. The information is preserved by means of a card index, listing at present some 30,000 names of persons who have received aid from, from one to ten welfare agencies or churches of Portland. It is given out only at the request of interested parties or agencies. The Exchange lists names only of persons aided and institutions giving aid, omitting further details.

The functions and purposes of the Confidential Exchange are to save needy persons embarrassment from duplicated efforts of different relief agencies; to save time of welfare workers by giving them the advantage of information previously collected; and, to save money by eliminating duplication. As an example of the operation of the Exchange it may be noted that during September, 1922, the following organizations participated in the Confidential Ex-

change and received information from it regarding applicants for relief: American Legion, American Red Cross, American Red Cross (The Dalles Chapter), Catholic Children's Bureau, Catholic Women's League, Child Welfare Commission, Children's Home, County Farm, County Hospital, Court of Domestic Relations, Federated Jewish Societies, Multnomah County Nurse, Oregon Tuberculosis Association, Pacific Coast Rescue & Protective Society, Parent Teacher Association, Portland Free Dispensary, Portland Settlement Center, Public Employment Bureau, Public Welfare Bureau, Pythian Relief Bureau, Salvation Army Relief, Salvation Army Rescue Home, School Nursing Demonstration, Travelers Aid Society, Tuberculosis Pavilion, United States Veterans Hospital, Veterans of Foreign Wars, Visiting Nurses Association, Widow's Pension Bureau, Women's Protective Division.

The Exchange is presided over by Miss Margaret D. Creech. Its expense is now treated as part of the Chest overhead. In reality, however, it is a service organization, and if not conducted by the Chest would receive an allocation as a beneficiary of the Chest.

II. CAMPAIGN ORGANIZATION

THE first drive began March 28, 1921. The funds thereby collected were disbursed during the balance of the year. The next drive began January 30, 1922, and the resulting collections will cover the calendar year. A third drive will be held in November, 1922, the funds to be distributed during the calendar year 1923.

ARMY PLAN

The plan of drive organization is reminiscent of the War. In 1921 Mayor Baker headed the Campaign Committee. On his staff were various Generals and Lieutenant Generals. There were two divisions of the City, headed by Max Hirsch and A. E. Doyle. Each of these Generals appointed ten Colonels and apportioned to each a section of the City. Each Colonel appointed Captains to handle about one block each. The Captains named solicitors to cover the ground and secure pledges.

As the pledge cards were signed or the money collected, the solicitors returned the same to the Captains, with reports of results written on the outside of envelopes printed especially for the purpose. The Captains similarly collated these returns and reported to the Colonels. So the results of the drive worked back to headquarters.

The 1922 drive was commanded by Robert E. Smith who built up a similar military organization consisting of four divisions and thirty-seven or more Colonels.

D. A. Pattullo in 1921 and Franklin T. Griffith in 1922, headed the "Flying Squadron," which collected the larger individual subscriptions.

A Residence Division of women was presided over by Mrs. C. B. Simmons in the second drive. This was organized into divisions. A flying squadron, Colonels and workers were appointed, and solicited the residential sections with substantial success.

BUREAU OF PUBLICITY

Ira F. Powers, in the first drive, and Marshall N. Dana, in the second, headed the work of promoting the campaigns. The object of this committee was to capitalize the campaigns and to keep the Chest prominently before the City during the drives. Appeal was made by means of all classes of publicity. The business of this bureau was handled by R. W. Childs in the second drive. Each sub-committee had a budget and expenditures were by requisition only.

(a) Newspapermen's Committee

A Newspapermen's Committee, consisting of an executive from each of the four Portland newspapers, presided over by a prominent business man, had charge of the general news campaign of the Chest drive. Each of the newspapers furnished a special reporter to write the newspaper publicity during the campaign.

(b) *Newspaper Advertising*

Large advertisements, in the four newspapers, were bought and paid for by the Chest. Others were donated by contributors as a part of their contributions. In connection with this advertising, the four papers ran a great deal of news matter about the beneficiaries of the Chest and the progress of the drive. Needless to say, this space containing news was free to the Chest.

(c) *DISPLAY ADVERTISING*

Billboards carried the Chest slogan and posters were placed in the prominent down-town windows.

(d) *THEATERS*

In the first campaign four-minute speakers used the stages of the motion picture houses and the vaudeville and legitimate theaters. It was found, however, that a motion picture audience instinctively resents the interruption by a speaker. Accordingly, for the second campaign a film was run in these houses, showing some of the Chest activities.

(e) *HANDBOOK*

This contained full information about the Chest and was for use of solicitors and others interested.

(f) *SPEAKERS*

A committee representing labor organizations, lodges, churches, schools, theaters (not motion picture), and women's and civic clubs arranged speakers and schedules, with the object that no such organization might meet shortly before or during the drive, without hearing something about the Chest.

(f) *FEATURES*

The purpose of a special committee covering this project was to arrange some "Stunt" of diverting and publicity-creating character each

day of the drive. Readers will remember the large Chest in the Post Office yard, the clock indicator, the chest drawn daily along the street, shop window displays by beneficiaries, the assembly of the fire department, banners and decorations, and the marked streets. The slogans "Have a Heart" and "Sure We'll Help" are credited to the Feature Committee.

CAMPAIGN STATIONERY

The Solicitors in both drives were provided with badges and window cards to be issued to donors, and with books of numbered pledge forms. In the second drive pledges were signed in triplicate, one to go to the Executive Secretary to form a permanent record, one to the donor and one to the Campaign Committee. The form provides spaces for the name and address of the donor and the date. The donor's signature was placed below the form:

"To provide funds for the work of the beneficiaries of the Portland Community Chest during the year ending December 31, 192...., I promise to pay to the Treasurer, Portland Community Chest, the sum of.....dollars. \$....."

Spaces were provided for the dates on which the payments become due, at the option of the pledgor, and the dates on which they are made.

The pledge card going to the Chest office is capable of use as a ledger sheet and is so used. This saves the work and expense of transcribing and does away with the possibility of error therein.

There is also space on the card in which the donor may write the name of any agency to which he desires a part or all of his contribution to go. This privilege was considerably used in the first year and less in the second. The figures given below in Table I show the proportion of designated pledges.

	1921		1922	
	Number	Amount	Number	Amount
Direct Designations.....	3505	\$44,145.13	1706	\$10,683.07
Negative Designations.....	899	277.34	311	224.15
Designations to non-Chest Beneficiaries.....	50	9,927.84	24	1,772.47
No. of Subscribers who made Designations....	3306	1547

PLEDGES AND DONATIONS

The following figures show compactly the results in pledges and cash donations of the two drives:

and in the total pledges in 1922 is accounted for by the fact that before this drive, business had suffered for nearly a year a continued depression. It is noticeable that the average was higher in 1922.

The reduction in the number of contributors

	Budget	Pledges	Total No. Subscribers	Average Subscription
1921.....	\$850,000.00	\$594,753.42	35,000	\$16.99
1922.....	798,777.00	546,200.46	32,000	17.07

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CAMPAIGN STATIONERY

The Solicitors in both drives were provided with badges and window cards to be issued to donors, and with books of numbered pledge forms. In the second drive pledges were signed in triplicate, one to go to the Executive Secretary to form a permanent record, one to the donor and one to the Campaign Committee. The form provides spaces for the name and address of the donor and the date. The donor's signature was placed below the form:

"To provide funds for the work of the beneficiaries of the Portland Community Chest during the year ending December 31, 192...., I promise to pay to the Treasurer, Portland Community Chest, the sum ofdollars. \$....."

Spaces were provided for the dates on which the payments become due, at the option of the pledgor, and the dates on which they are made.

The pledge card going to the Chest office is capable of use as a ledger sheet and is so used. This saves the work and expense of transcribing and does away with the possibility of error therein.

There is also space on the card in which the donor may write the name of any agency to which he desires a part or all of his contribution to go. This privilege was considerably used in the first year and less in the second. The figures given below in Table I show the proportion of designated pledges.

	1921		1922	
	Number	Amount	Number	Amount
Direct Designations.....	3505	\$44,145.13	1706	\$10,683.07
Negative Designations.....	899	277.34	311	224.15
Designations to non-Chest Beneficiaries.....	50	9,927.84	24	1,772.47
No. of Subscribers who made Designations....	3306	1547

PLEDGES AND DONATIONS

The following figures show compactly the results in pledges and cash donations of the two drives:

The reduction in the number of contributors

	Budget	Pledges	Total No. Subscribers	Average Subscription
1921.....	\$850,000.00	\$594,753.42	35,000	\$16.99
1922.....	798,777.00	546,200.46	32,000	17.07

and in the total pledges in 1922 is accounted for by the fact that before this drive, business had suffered for nearly a year a continued depression. It is noticeable that the average was higher in 1922.

(j) AMOUNTS PAID NON-CHEST AGENCIES'

The privilege accorded donors of writing on their pledge cards the name of the agency to which they desire their pledges, or any part thereof, to be paid has resulted in the writing in

of names of charities which do not participate in the Chest. This money is paid if and when collected to the designated beneficiaries, resulting in payments by the Chest to Non-Chest activities as follows:

Table V	April 1st to December 31st 1921	January 1st to September 30th 1922
American Legion of Portland.....	\$ 10.00	\$.....
Childrens Home—Corbett Street.....	402.18	909.48
Emanuel Hospital.....	35.00
Good Samaritan Hospital.....	7.50
Mrs. A. M. Haviland Baby Home.....	25.65
Kelly Mission.....	16.00
Knights of Columbus.....	31.81
Masonic and Eastern Star Home.....	5.00
Men's Resort.....	5.00
Old People's Home (Mann).....	5.50
Oregon Humane Society.....	164.29	28.56
Oregon Social Hygiene Society.....	12.89	7.11
Oregon T. B. Association.....	438.68	106.53
Oregon W. C. T. U. Farm Home.....	50.32	6.68
Patton Home.....	7.50	6.00
Portland Sanitarium.....	67.50
Realization League.....	2.00
	<u>\$ 1,190.82</u>	<u>\$ 1,160.36</u>

*In 1921 a donation of \$8,500.00 was received for the Volunteers of America, then non-Chest, but later accepted as a beneficiary. They received the designation as a beneficiary.

CAMPAIGN EXPENSES

Table 6, below, shows the costs of the two past drives.

It will be noted that the organization expense was charged against the first campaign and thus written off. The Committee on Information did its most important work preparatory to the

second campaign. It is expected that this item will be considerably reduced in future drives.

For the year 1921 the total campaign expenses were 4% of the total pledges secured. For the year 1922 campaign expenses were 3.8% of the total pledges. These include two extraordinary items, organization of the Chest in 1921, and Information Committee expense in 1922.

Table VI	April 1st to December 31st 1921	January 1st to September 30th 1922
Organization.....	\$* 5,059.41	\$.....
Campaign Committee.....	9,885.61	5,522.02
Newspaper Advertising.....	4,219.97	†2,148.40
Publicity Committee.....	3,848.96	5,783.54
Speakers Bureau.....	428.61	300.81
Information Committee.....	*7,112.50
	<u>\$ 23,442.56</u>	<u>\$ 20,867.30</u>

*The benefit of these two items, while paid in the years as shown, will extend over the years to come.

†This item was for display ads. They were paid for by the Chest but were covered by donations specified for the purpose.

Note.—There were very few donations made by deductions from bills for supplies or services.

(I) ADMINISTRATIVE AND OPERATING EXPENSES

Table VII

	<i>April 1st to December 31st 1921</i>	<i>January 1st to September 30th 1922</i>
Salary, Executive—June to December, 1921.....	\$ 1,750.00	\$ 2,250.00
Salary, office and stenographic, June to December, 1921.....	2,911.48	4,594.42
Salary, collectors, June to December, 1921.....	456.52	1,046.83
*Confidential Exchange, salaries (3 months only in 1921).....	695.50	2,320.20
*Confidential Exchange, general expense (3 months only in 1921).....	50.80	493.71
Auditing expense (Community Chest employee on preliminary work with dependent organizations).....	901.54	812.94
Carfares for collectors.....	9.10	15.58
Miscellaneous expenses.....	8.51	11.75
Multigraphing.....	17.30
Postage stamps.....	361.24	705.50
Rent.....	280.00	323.74
Repairs and Renewals of Furniture.....	4.10	3.50
Stationery, office supplies and printing.....	473.54	355.65
Storage.....	24.00
Telephone and telegraph.....	41.74	75.08
Traveling expense.....	43.20
Typewriter rent account.....	31.00	20.00
	<u>\$ 7,992.37</u>	<u>\$ 13,096.10</u>

*Was taken over as a Chest Department October 1, 1921. It is operated by the Chest for efficiency and economy. Its service is to the public as well as to the Chest organizations and if conducted otherwise would require an allocation.

For 1921, Administration and Operating expenses were 1.3% of total pledges. In 1922 these expenses were 2.4% of the total pledges.

(m) EXPENDITURES FOR FURNITURE
AND FIXTURES

The Chest owns its own office furniture and fixtures. Chest headquarters and the Confidential Exchange are located in the Oregon Building at Fifth and Oak streets.

(n) CASH IN HAND

The 1921 Chest turned over to the 1922 Chest pledges and cash, and paid part of its campaign expenses. Due to depressed conditions generally, the 1922 Chest may not be expected to do as well. There was \$33,446.06 on hand at September 30, 1922, drawing interest.

(o) CAMPAIGN EXPENSES PREPAID

The present Chest has already paid certain of the advance expenses of the coming drive.

TOTAL OVERHEAD

It is the understanding of the Committee that it is the custom of Chests in other cities to express their ratio of overhead on the total contributions, and we submit the statement below in accordance with this custom.

Against total contributions we have set up the sum of campaign and administrative and operating expenses, producing the percentages shown in Table VIII.

TOTAL OVERHEAD

<i>Total VIII</i>	<i>April 1st to December 31st 1921</i>	<i>January 1st to September 30th 1922</i>
Campaign expenses.....	\$ 23,442.56	\$ 20,867.30
Administrative and operating expenses.....	7,992.37	13,096.10
Total overhead.....	<u>\$ 31,434.93</u>	<u>\$ 33,963.40</u>
The total contributions for the two campaigns amounted to.....	\$594,753.42	\$546,200.46
Percentages of overhead to total contributions.....	5.2%	6.2%

PORTLAND COMMUNITY CHEST

A SURVEY BY THE CITY CLUB

Statement of Actual Payments to Beneficiaries

	APRIL 1 TO DECEMBER 31, 1921		JANUARY 1 TO SEPTEMBER 30, 1922		
	Per Cent of Disbursement	Amount Paid to Beneficiaries	Per Cent of Disbursement	Amount Paid to Beneficiaries	
1. Albertina Kerr Nursery Home.....	1.28%	\$ 5,508.00	1.87%	\$ 7,920.00	1. Cared for 172 infants during year; population (present) 72; age limit three years.
2. *American Committee for Irish Relief.....			2.36%	10,000.00	2. Carries on relief work for sufferers in the Irish War Districts.
3. American Jewish Relief Committee.....	11.53%	50,000.00	8.18%	34,640.00	3. For the relief of European war victims.
4. American Red Cross.....	0.34%	1,500.00	5.98%	25,333.33	4. Relief of disabled ex-service men.
5. *American Woman's Hospital.....	0.11%	500.00	0.23%	1,000.00	5. A hospital for sufferers in the war-swept section of Europe.
6. Americanization Committee.....					6. Established for the development of citizenship through Americanization of foreigners.
7. Baby Home—Waverly.....	2.18%	9,505.00	1.95%	8,253.36	7. Cared for 156 infants during year; daily average 51; placed 30 for adoption.
8. Boys' & Girls' Aid Society.....	0.58%	2,500.00	0.81%	3,450.00	8. Cared for 413 children and assisted in 102 outside cases; receives permanent commitments.
9. Boy Scouts of America.....	4.00%	17,400.00	2.80%	11,880.00	9. Promotes character building and citizenship making for boys between ages 12-18 years; 2300 boys engaged in the activities of the organization in 1921.
10. Camp Fire Girls.....			0.41%	1,760.00	10. Promotes social, moral and physical development of girls.
11. Catholic Charitable Societies: (1921—\$27,278.00) (1922—\$21,026.21)					11.—
(a) Ht. St. Joseph Home for the Aged.....		7,500.00		5,956.73	(a) Cared for 910 homeless old people in 1921; 20 being full charity cases.
(b) St. Rose's Industrial School.....		2,250.00		4,554.28	(b) Trains delinquent girls; cared for 184 girls during 1921; average daily population 102.
(c) Jeanne d'Arc.....		6,528.00		4,207.34	(c) Free care given needy girls until employed; 800 cared for in 1921; average of 145 fed daily.
(d) St. Mary's Home for Boys.....	6.26%	3,750.00	4.96%	2,802.79	(d) Cares for boys from 6 to 16 years of age; boarded 229 boys in 1921; schooling given.
(e) Christie Home for Orphan Girls.....		3,750.00			(e) Cares for dependent girls from 7 years up; average attendance 125; schooling given.
(f) St. Agnes' Foundling Asylum.....		3,500.00		3,505.07	(f) Cares for orphans, foundlings, and Court commitments; cared for 183 children during 1921 under seven years of age.
12. Catholic Woman's League.....	0.61%	2,625.00	0.37%	1,570.00	12. Conducts lunch and rest room for girls and women, also employment and relief bureau; served 23,611 girls with meals in 1921; 806 girls receiving free meals; found employment for 688 girls.
13. China Famine Relief.....	0.93%	4,000.00			13. Local relief for the Orient.
14. **Confidential Exchange.....	0.21%	928.88			14. Registers cases to avoid duplication among agencies.
15. Co-operative Infant Welfare Society of Oregon.....	0.58%	2,500.00	0.32%	1,355.00	15. Registered 193 babies at clinic in one year; two clinics conducted weekly.
16. Federated Jewish Societies: (1921—\$34,385.00) (1922—\$30,263.49)					16.—
(a) B'nai B'rith.....		9,000.00		7,595.52	(a) Citizens building institution on order of the Y. M. C. A.
(b) Consumption Relief—Denver.....		450.00			(b) Relief to the national organization for incurable consumptives.
(c) Federated Jewish Societies.....		4,125.00		2,535.87	(c) A Federation to avoid duplication among Jewish agencies.
(d) Jewish Relief Society.....		1,125.00		1,264.91	(d) A relief organization dealing mainly with relief for homeless men.
(e) Jewish Shelter Home.....		4,500.00		3,797.76	(e) An institution giving temporary shelter for homeless Jewish children; average daily 10.
(f) Jewish Women's Benevolent Society.....		1,875.00		2,151.56	(f) Has charge of family case work and dispenses relief.
(g) Jewish Women's Endeavor Society.....	8.00%	560.00	7.15%	477.59	(g) Conducts a bath house for poor Jewish women.
(h) Jewish Women's Endeavor Sewing Society.....		375.00			(h) Makes clothing for poor Jewish families.
(i) Neighborhood House.....		6,375.00		6,805.68	(i) Citizen building institution for social activities; conducts a clinic.
(j) National Hospital—Denver.....		1,050.00		886.65	(j) Local relief given to the National Hospital which takes only curable cases.
(k) Portland Hebrew School.....		2,700.00		2,342.20	(k) Gives instruction in the Hebrew language.
(l) Sisters of Israel.....		1,125.00		1,267.94	(l) A relief organization for family case work.
(m) South Portland Benevolent Society.....		1,125.00		1,137.81	(m) A relief organization that furnishes room and board in emergency cases, mainly for men.
17. Florence Crittenton Home.....	0.46%	2,005.00	0.29%	1,263.68	17. Cared for 331 girls facing maternity in 1921; cared for 191 babies; schooling given.
18. *Good Samaritan Hospital.....	0.52%	2,250.00	0.17%	750.00	18. A general hospital that takes some charity cases.
19. Louise Home.....	1.27%	5,500.00	0.17%	5,253.67	19. Cares for delinquent girls and unmarried mothers; schooling given; cared for 131 girls in 1921; dismissed 85.
20. National Safety Council.....	0.95%	4,125.00	0.58%	2,466.69	20. Instructed 40,000 school children in prevention of accidents and preservation of health; enlisted 8,000 persons in safety work; reached 80,000 through safety propaganda.
21. Near East Relief.....	8.53%	37,000.00	6.72%	28,450.00	21. Feeds 110,000 war orphans daily in the Near East.
22. Oregon Prisoner's Aid Society.....	0.38%	1,666.00	0.32%	1,320.03	22. Carries on reconstructive work for discharged and paroled prisoners; 1921, 152 cared for, 90 given legal counsel, 73 families helped; 268 prisoners visited; large correspondence conducted for prisoners; 98 given room and board; \$2,546.61 expended in relief.
23. Oregon W. C. T. U. Farm Home.....				5.00	23. Plans to conduct a farm home for dependent children; not yet in operation.
24. Pacific Coast Rescue & Protective Society.....	0.77%	3,333.00	0.63%	2,639.98	24. For prevention of sex delinquency; investigated 511 cases in 1921; 131 sent to Louise Home; 380 were sent to other institutions or paroled to parents or guardians; 98 prosecutions were carried on; 96 broken homes were investigated.
25. Parents' Educational Bureau.....	0.15%	675.00	0.13%	563.45	25. Registered 2046 children for eugenic tests in 1921; distributed leaflets on prenatal care.
26. People's Institute & Free Dispensary.....	0.19%	850.00	0.89%	3,795.83	26. Promotes social and civic betterment; conducts clinic.
27. Pisgah Home Colony.....	1.84%	8,000.00	2.41%	10,216.71	27. "The House by the Side of the Road": Cares for an average of from 36 to 80 unemployed of both sexes; served 38,980 meals in 1921; continued care for 175.
28. Portland Commons.....	0.01%	75.00	0.16%	688.97	28. Gives practical applied social service to homeless men and boys; in 1921 gave 2,212 free meals, 1,500 free beds, and transportation amounting to \$223.33; distributed 675 garments.
29. Portland Community Service Association.....	1.77%	7,700.00	1.52%	6,400.64	29. Maintains a program of community music, drama, citizenship, etc.; 194,683 people were reached by the program in 1921.
30. Portland Council of Churches (Working Girls' Home).....			0.25%	1,056.00	30. A home for aid of needy working girls.
31. Portland Fruit and Flower Mission.....	0.52%	2,250.00	0.48%	2,022.85	31. Conducts day nursery open 306 days in year; cared for 15,791 children in 1921; daily average 52.
32. Portland Settlement Center.....	0.08%	350.00	0.29%	1,198.28	32. Conducts social center; 1921 attendance for 6 months: girl reserves, 168; clinic 597; mothers' meeting 100; Girls' Club 108; gymnasium—613, boys 289; kindergarten 1,676.
33. Public Welfare Bureau.....	12.42%	54,000.00	11.25%	47,500.00	33. Dispenses family relief; cared for 2,577 families in 1921; 1568 under the care of the Bureau at the close of 1921.
34. Salvation Army—(1921—\$21,200.00) —(1922—\$20,542.61)					34.—
(a) Salvation Army Rescue Home.....		7,621.40		7,479.56	(a) Maternity hospital for unfortunate girls; cared for 197 girls and 126 infants in 1921.
(b) Relief, etc.....	4.88%	13,578.60	4.87%	13,063.05	(b) Relieved 15,587 needy people and 1,546 families in 1921; help includes meals, beds, rent, garments, employment, transportation, etc.
35. Salvation Army Hotel.....	0.02%	123.75	0.06%	274.50	35. Conducts hotel for men only, board being paid by the Salvation Army organization.
36. St. Vincent's Hospital.....	0.52%	2,250.00	0.18%	750.00	36. A general hospital that takes some charity cases.
37. Visiting Nurse Association.....	1.69%	7,303.00	2.66%	11,200.00	37. Promotes health through personal attendance on the needy sick; made 20,848 visits in 1921.
38. Volunteers of America.....	1.10%	4,750.00	1.64%	6,895.00	38. Dispenses family relief; cared for 508 families in 1921; gave 16,555 meals; 2,555 beds and 13,756 garments and shoes in 1921.
39. Winter Relief Committee.....			3.07%	12,921.66	39. Dispenses relief to unemployed.
40. Woman's Auxiliary American Legion.....	0.11%	480.00			40. For relief among ex-service men.
41. Women's Protective Division.....	0.05%	250.00			41. Women's Division of the Portland Police Department, organized to protect girls and women.
42. Y. M. C. A.....	15.62%	68,005.00	13.82%	58,385.98	42. Serves in various ways 25,000 boys and young men annually; conducts 200 lines of activities: working membership, 5,018 boys and young men; operates Oregon Institute of Technology, enrollment 2,040 in 1921.
43. Y. M. C. A. International Committee.....	0.52%	2,250.00	0.42%	1,760.00	43. Deals nationally and internationally with the different Y. M. C. A. organizations, principally through state committees, forming state organizations where none exists, etc.
44. Y. M. C. A. Interstate Committee.....	2.21%	5,250.00	1.39%	5,856.72	44. Represents different organizations of the Y. M. C. A. in Oregon and Idaho; calls conferences, starts new work and in general stimulates the interest of the Y. M. C. A. in this territory.
45. Y. W. C. A.—Home Work.....	6.14%	26,550.00	6.49%	27,479.10	45. Cared for 9,153 girls in 1921—550 being without funds; fed 200,000.
46. Y. W. C. A.—Northwest Field Work.....	0.67%	2,900.00	0.71%	3,050.01	46. Gives advice and special aid in Oregon, Washington, Idaho and Montana.
	100.00%	\$429,720.63	100.00%	\$423,158.75	

**Was taken over as a Chest Department October 1, 1921.
*Balance of 1921 allocation; not a Chest beneficiary in 1922.

1921 STATISTICS ON WORK DONE BY BENEFICIARIES

1. Cared for 172 infants during year; population (present) 72; age limit three years.
2. Carries on relief work for sufferers in the Irish War Districts.
3. For the relief of European war victims.
4. Relief of disabled ex-service men.
5. A hospital for sufferers in the war-swept section of Europe.
6. Established for the development of citizenship through Americanization of foreigners.
7. Cared for 156 infants during year; daily average 51; placed 30 for adoption.
8. Cared for 413 children and assisted in 102 outside cases; receives permanent commitments.
9. Promotes character building and citizenship making for boys between ages 12-18 years; 2300 boys engaged in the activities of the organization in 1921.
10. Promotes social, moral and physical development of girls.
- 11.—
 - (a) Cared for 910 homeless old people in 1921; 20 being full charity cases.
 - (b) Trains delinquent girls; cared for 184 girls during 1921; average daily population 102.
 - (c) Free care given needy girls until employed; 800 cared for in 1921; average of 145 fed daily.
 - (d) Cares for boys from 6 to 16 years of age; boarded 229 boys in 1921; schooling given.
 - (e) Cares for dependent girls from 7 years up; average attendance 125; schooling given.
 - (f) Cares for orphans, foundlings, and Court commitments; cared for 183 children during 1921 under seven years of age.
12. Conducts lunch and rest room for girls and women, also employment and relief bureau; served 23,611 girls with meals in 1921; 806 girls receiving free meals; found employment for 688 girls.
13. Local relief for the Orient.
14. Registers cases to avoid duplication among agencies.
15. Registered 193 babies at clinic in one year; two clinics conducted weekly.
- 16.—
 - (a) Citizens building institution on order of the Y. M. C. A.
 - (b) Relief to the national organization for incurable consumptives.
 - (c) A Federation to avoid duplication among Jewish agencies.
 - (d) A relief organization dealing mainly with relief for homeless men.
 - (e) An institution giving temporary shelter for homeless Jewish children; average daily 10.
 - (f) Has charge of family case work and dispenses relief.
 - (g) Conducts a bath house for poor Jewish women.
 - (h) Makes clothing for poor Jewish families.
 - (i) Citizen building institution for social activities; conducts a clinic.
 - (j) Local relief given to the National Hospital which takes only curable cases.
 - (k) Gives instruction in the Hebrew language.
 - (l) A relief organization for family case work.
 - (m) A relief organization that furnishes room and board in emergency cases, mainly for men.
17. Cared for 331 girls facing maternity in 1921; cared for 191 babies; schooling given.
18. A general hospital that takes some charity cases.
19. Cares for delinquent girls and unmarried mothers; schooling given; cared for 131 girls in 1921; dismissed 85.
20. Instructed 40,000 school children in prevention of accidents and preservation of health; enlisted 8,000 persons in safety work; reached 80,000 through safety propaganda.
21. Feeds 110,000 war orphans daily in the Near East.
22. Carries on reconstructive work for discharged and paroled prisoners; 1921, 152 cared for, 90 given legal counsel, 73 families helped; 268 prisoners visited; large correspondence conducted for prisoners; 98 given room and board; \$2,546.61 expended in relief.
23. Plans to conduct a farm home for dependent children; not yet in operation.
24. For prevention of sex delinquency; investigated 511 cases in 1921; 131 sent to Louise Home; 380 were sent to other institutions or paroled to parents or guardians; 98 prosecutions were carried on; 96 broken homes were investigated.
25. Registered 2046 children for eugenic tests in 1921; distributed leaflets on prenatal care.
26. Promotes social and civic betterment; conducts clinic.
27. "The House by the Side of the Road": Cares for an average of from 36 to 80 unemployed of both sexes; served 38,980 meals in 1921; continued care for 175.
28. Gives practical applied social service to homeless men and boys; in 1921 gave 2,212 free meals, 1,500 free beds, and transportation amounting to \$223.33; distributed 675 garments.
29. Maintains a program of community music, drama, citizenship, etc.; 194,683 people were reached by the program in 1921.
30. A home for aid of needy working girls.
31. Conducts day nursery open 306 days in year; cared for 15,791 children in 1921; daily average 52.
32. Conducts social center; 1921 attendance for 6 months: girl reserves, 168; clinic 597; mothers' meeting 100; Girls' Club 108; gymnasium—613, boys 289; kindergarten 1,676.
33. Dispenses family relief; cared for 2,577 families in 1921; 1568 under the care of the Bureau at the close of 1921.
- 34.—
 - (a) Maternity hospital for unfortunate girls; cared for 197 girls and 126 infants in 1921.
 - (b) Relieved 15,587 needy people and 1,546 families in 1921; help includes meals, beds, rent, garments, employment, transportation, etc.
35. Conducts hotel for men only, board being paid by the Salvation Army organization.
36. A general hospital that takes some charity cases.
37. Promotes health through personal attendance on the needy sick; made 20,848 visits in 1921.
38. Dispenses family relief; cared for 508 families in 1921; gave 16,555 meals; 2,555 beds and 13,756 garments and shoes in 1921.
39. Dispenses relief to unemployed.
40. For relief among ex-service men.
41. Women's Division of the Portland Police Department, organized to protect girls and women.
42. Serves in various ways 25,000 boys and young men annually; conducts 200 lines of activities: working membership, 5,018 boys and young men; operates Oregon Institute of Technology, enrollment 2,040 in 1921.
43. Deals nationally and internationally with the different Y. M. C. A. organizations, principally through state committees, forming state organizations where none exists, etc.
44. Represents different organizations of the Y. M. C. A. in Oregon and Idaho; calls conferences, starts new work and in general stimulates the interest of the Y. M. C. A. in this territory.
45. Cared for 9,153 girls in 1921—550 being without funds; fed 200,000.
46. Gives advice and special aid in Oregon, Washington, Idaho and Montana.

COLLECTIONS

These, of course, are made throughout the year following each drive. They are mainly accomplished through a mail notice to subscribers, stating as its purpose, "To thank you for your generous subscription for the needs of Portland's Charities and to remind you that payment is now due." The card contains complete information to the subscriber as to the amount of his subscription, the amount paid and the amount due. If a follow-up is necessary the same card is used with some additional appeal

stamped thereon. Where three cards are sent and not responded to, a collector is sent. Two collectors are employed (on part time) and bring in many times the amount of their salaries.

Complete figures for the 1922 collections are not yet available, portions of the pledges being not yet due. The 1921 figures to date are shown in Table III, but slight additional collections may be expected.

Of the total amount uncollected, contributions to the amount of \$3,447.17 have been written off as uncollectible.

		<i>Amount</i>	<i>%</i>
Table III			
Total contributions.....		\$594,753.42	100.00
Collected in 1921.....	\$489,667.00		
Collected in 1922.....	74,539.62	564,206.62	94.8
Uncollected.....		\$ 30,546.80	5.2

III. PAST FINANCIAL RECORD

THE following statement shows in concise form a summary of the past financial record of the Chest for the two periods from April 1 to December 31, 1921, and from January 1 to September 30, 1922. The amounts of actual monies disbursed are shown instead of the

amounts allocated. The figures for these periods have been compiled by the officials of the Chest at the request of the City Club Committee without verification by any representatives of the Committee. It will be readily understood that to verify the figures would require an expensive audit.

SUMMARY

RECEIPTS

Table IV	<i>April 1st to December 31st 1921</i>	<i>January 1st to September 30th 1922</i>
(a) Total contributions.....	\$594,753.42	\$546,200.46
(b) Interest on bank balances.....		1,688.96
(c) Wood from winter relief committee.....		1,996.75
(d) Pledges from 1921 campaign transferred to 1922 campaign.....	(101,639.25)	101,639.25
	\$493,114.17	\$651,525.42
(e) Deduct: Uncollectible pledges.....	3,447.17	8,785.69
	\$489,667.00	\$642,739.73
(f) Deduct: Pledges uncollected.....		175,396.01
Total amount collected.....	\$489,667.00	\$467,343.72
Add:		
(g) Cash on hand at beginning of period.....		\$ 21,543.32
(h) Campaign expenses prepaid in 1921 applicable to 1922.....		4,247.40
	\$489,667.00	\$493,134.44

DISBURSEMENTS

	<i>April 1st to December 31st 1921</i>	<i>January 1st to September 30th 1922</i>
(i) Amounts actually paid to Chest beneficiaries.....	\$429,720.63	\$423,158.75
(j) Amounts paid to Non-Chest Agencies.....	1,190.82	1,160.36
(k) Campaign expenses.....	23,442.56	20,867.30
(l) Administrative and operating expenses.....	7,992.37	13,096.10
(m) Expenditures for furniture and fixtures.....	1,529.90	434.45
Total amount disbursed.....	\$453,876.28	\$458,716.96
(n) Cash on hand at end of period.....	21,543.32	33,446.06
(o) Campaign expenses prepaid at end of period.....	4,247.40	971.42
	<u>\$489,667.00</u>	<u>\$493,134.44</u>

An explanation of the foregoing items is given in the alphabetical order arranged in the foregoing summary:—

RECEIPTS

(a) TOTAL CONTRIBUTIONS

These represent the total amount of contributions as a result of the two campaigns either in pledges or actual cash.

(b) INTEREST ON BANK BALANCES

Ladd & Tilton Bank allows 3% interest on the open account of the Community Chest, through a special ruling for the benefit of the Chest by the Portland Clearing House dated as of January 1, 1922. This explains the want of interest in 1921.

(c) WOOD FROM WINTER RELIEF COMMITTEE

This represents the proceeds of wood from that Committee which was a beneficiary receiving an allocation from the Chest in 1922. Its purpose was to furnish a place where men out of work could saw wood for their room and board. The wood was turned in to the Chest which sold it to other beneficiaries, deducting the price from their allocations.

(d) TRANSFERRED PLEDGES

These were pledges unpaid at the end of 1921. They were transferred as accounts receivable to the 1922 Chest. Much of this money is now collected, and probably a small amount has been written off as uncollectible.

(e) UNCOLLECTIBLE PLEDGES

These represent the amounts actually written off as "bad debts." They amount to about one-half of one per cent in 1921 and about one and

one-half per cent in 1922. Some of the latter are probably transferred 1921 pledges.

(f) UNCOLLECTED PLEDGES

A portion of this is not yet due. The overdue portions include pledges of both years.

(g) CASH ON HAND

There was of course nothing on hand when the first drive was commenced. In fact there was a deficit due to organization expense. The second drive was inaugurated with a balance of cash on hand from the previous year, which is represented by the figures shown in this caption.

(h) PREPAID CAMPAIGN EXPENSES

The expenses of the first drive were paid out of the receipts thereof. A considerable portion of the advance expenses of the second drive were paid from the receipts of the first year.

DISBURSEMENTS

(i) AMOUNTS ACTUALLY PAID BENEFICIARIES

On the next two pages will be found a schedule of Chest distributions to September 30, 1922. This list shows the names of all Beneficiaries, together with the amounts received by them from the Chest in 1921 and 1922 and the percentages which these amounts bear to the total disbursements to beneficiaries.

It will be remembered that the payments for both years cover only a nine months period.

The schedule further shows, in a general way, the activities of the various beneficiaries. A single contribution is made to the Jewish Federated Societies, which is divided among the societies forming this Federation in the manner shown by the schedule. A similar arrangement also exists with respect to the Salvation Army and the Catholic Relief societies.

CHEST BENEFICIARIES RECEIVE 92.5% OF TOTAL FUNDS

We have also estimated the total overhead upon the actual disbursements of the Chest. Table IX shows this computation. The im-

portant fact exhibited therein is that of all the money disbursed by the Chest, about 92.5% goes into the hands of the Chest beneficiaries.

Table IX

	April 1st to December 31st, 1921		January 1st to September 30th, 1922	
Paid Chest Agencies.....	92.70%	\$429,720.63	92.26%	\$423,158.75
Paid Non-Chest Agencies.....	0.25%	1,190.82	0.25%	1,160.36
Campaign Expense.....	5.03%	23,442.56	4.55%	20,867.30
Administrative Expense.....	1.70%	7,992.37	2.84%	13,096.10
Furniture and Fixtures.....	0.32%	1,529.90	0.10%	434.45
Total disbursements.....	100.00%	\$463,876.28	100.00%	\$458,716.96

IV. EFFECT OF CHEST ON BENEFICIARIES

IS the Chest worth while? "The proof of the pudding is in the eating." We have interviewed the beneficiaries to find their comparative situations before and under the Chest.

Let it be said at once that the beneficiaries are enthusiastic supporters of the Chest. We encountered among them almost no criticism and much praise. Granting that they know what is best for themselves, it is patent that the Chest has justified itself many times over. Let us discuss the Chest from their point of view.

FINANCIAL

They are substantially better off under the Chest than before, taking into account the increased costs of operation during a part of 1921 and increasing demands upon them due to depressed business conditions. We cannot produce figures to support this statement but we are satisfied it is true.

Parenthetically, the reason there are no figures is that before the Chest few of the beneficiaries had a very definite idea of what they were spending. Now they all know, almost to a dollar, thanks to Chest influence in the supervision of their accounts.

The consensus of opinion among the participating agencies is that more money accrues to them under the Chest than under the old competitive methods. Possibly there may be exceptions. Certain charities with wide appeals, such as baby homes, may within reason raise more funds by their own efforts than through the Chest. But, under the Chest, not only is the money more evenly distributed to all kinds of necessary organizations, but more money is raised for charity and less spent to raise it.

FORMER COST OF RAISING FUNDS
WAS HIGH

Figures previously adduced tend to show that the cost of raising funds by the Chest method is 4% to 6%. The cost of raising it under the old method, in Portland, is not exactly known for reasons indicated above. One agency reports a 10% cost of collections. We believe the average to have been about 20%. We have heard of one case where an agency paid its solicitors as high as 30% on their collections. This is not unusual. In fact we believe that, among the weaker charities, paid collectors were the rule rather than the exception.

Even if the allocations of the Chest were lower and its overhead higher we believe the beneficiaries would generally prefer it to the old method. Knowing ahead of time what their incomes are to be, they can plan more intelligently and operate more consistently. Paid monthly or according to seasonal requirements, the same amount of money can be made to perform more community service.

Chest Unable To Meet Demands

It is obvious that a Chest, to fulfill the needs of a community, must be able to take care of plant and housing requirements of the beneficiaries, so far as the same are unfilled through endowments. The Portland Chest, launched as it was during the two worst business years since the war, has not been able to do this. Both years' pledges have fallen short of expectations. In the first, the beneficiaries were given a full quota by shortening the fiscal year to nine months, April to December, 1921. In the second, the Chest failed to set aside any substantial sinking fund for depreciation, and new

plant expenditure, and also was forced to subject all budgets to a 12% horizontal cut. Beneficiaries and Directors alike look forward to better times and a Chest reserve to cover plant depreciation and extension.

NEW CHARITIES

In 1921 there were 55 beneficiaries in the Chest. In 1922 there were 53, five of the first number having been eliminated and three added. Any beneficiary can withdraw on giving six months' notice. New beneficiaries can be added on approval of the Directors. The Directors require a showing that the beneficiary is substantially organized, in competent hands, and is not duplicating other charitable work in the City. The Chest has probably prevented the organization of charities unable to justify themselves under the scrutiny of the Board. We have not found evidence of any necessary charitable field unoccupied, under the Chest.

CHEST INFLUENCE ON CHARITIES

The Chest has refrained as far as possible from interfering with the internal management of the beneficiaries. Action with respect to accounts was necessary and we have referred to the results. Although the Chest's fiscal year is the calendar year, beneficiaries are not required to conform with respect to their fiscal years. As to the manner of doing their work, we have found no evidence of interference.

The Chest enables beneficiaries to give better attention to their work, having a steady income and no necessity of diverting their energies to the raising of money.

Also it brings them more publicity than they had in the past, and the public is better able to appreciate their activities.

CHARITIES AND DONORS

In interviewing the beneficiaries we kept in mind the criticism sometimes made against Chests in general—that they take the "give" out of giving. It is said that in contributing to the movement of a great financial-charitable machine, the donor loses interest in the ultimate purpose of his donation and is thrown out of touch with the charitable agency. Doubtless some people feel this of the Chest. Certain charities notice it more than others. For example, an agency securing the adoption of children may often find in a personal giver a lead to a new home for an inmate.

The Chest appreciates this condition and tries in two ways to turn it to the advantage of

the beneficiaries: first, by losing no opportunity, consistent with the retention of the Chest idea, of bringing the agency and the giver together; and secondly, by enlarging the giver's interest in the general charitable needs and plans of the City, and, by widening the appeal, to increase the number of givers.

PERSONAL TOUCH WITH BENEFICIARIES ENCOURAGED BY CHEST

Several means are taken to maintain the touch between donors and beneficiaries. The former are permitted to designate a special charity on their pledge cards. Beneficiaries are encouraged, before drives, to write their former contributors informing them of their work, and urging contributions to the Chest. They are also influenced to keep subscribers informed from time to time, by letters, pamphlets, annual reports and other matter, concerning their activities. The Chest office, throughout the year, is active in promoting publicity both directly and indirectly concerning affairs of the beneficiaries. In this publicity the Chest keeps out of the story and the beneficiary alone is mentioned. Before and during drives, of course, publicity centers on the Chest.

That the Chest widens public interest in charitable affairs admits of no doubt. It is impossible to say just how many persons were contributing to charity before the Chest, but there is no doubt that the number is very greatly increased. By reason of its inclusive character the Chest naturally has a wide appeal and reaches practically all classes of givers. Experience has shown that the institutions aiding persons at the two extremes of life, namely, babies' and children's asylums and old people's homes, draw from the largest number of contributors but receive generally the smaller gifts. On the other hand the character-building organizations, such as the Boy Scouts and Young Men's Christian Association, appeal to fewer persons but are inclined to receive many of the larger contributions.

We do not attempt to compare these two classes of beneficiaries as to their respective values to the community. They have been referred to as the purely charitable and the preventive organizations. The importance of the latter lies in the fact that they make better individuals and better social conditions and thus tend to prevent the necessity for charity. Both classes are properly included in the Chest, as both appeal to the public for funds and both tend to strengthen the Chest.

V. COMMUNITY CHESTS IN OTHER CITIES

THE Community Chest plan was tried in Buffalo, Cleveland and South Bend in 1913. Milwaukee followed in 1914 and Baltimore, Cincinnati and Grand Rapids in 1915. The Chest idea grew rapidly at the close of the war. Some sixty cities have adopted the plan during the nine years since its inception.

INCREASED RESULTS

We have stated that the Portland Chest raises more money than its beneficiaries formerly raised themselves. The experience of this City has not been unique. Reports from forty-eight cities throughout the United States that have adopted the Chest plan show that the year prior to adopting the chest the total number of contributors to charity in all these cities combined, was 109,656. These cities report that the year after the adoption of the chest plan the total number of givers in these cities increased to 870,078, or more than eight times as many contributors as under the old plan of independent drives.

These forty-eight cities reported that the year prior to adopting the chest the total amount raised for charity in all of the cities combined was \$6,301,702. The first year after adopting the chest the total amount raised in all of these cities combined amounted to \$10,599,855.

Results Summarized

In this regard, Rochester (population 295,750) reported that during the year prior to adopting the chest, 5000 contributors gave a total of \$332,981 in the independent drives. The first year after adopting the chest 61,855 contributors gave a total of \$1,257,548. In the last

campaign in Rochester (May, 1922), 77,538 donors gave a total of \$1,086,096.

Philadelphia with a population of 1,823,779 reports that the year prior to adopting the chest 25,000 givers contributed a total of \$1,615,000. In the first campaign under the chest 60,128 persons gave a total of \$2,000,500.

Kansas City, Missouri, with a population of 325,000 reports that during the year prior to the chest 5,500 contributors gave a total of \$250,000. In the first campaign under the chest 71,000 donors gave a total of \$325,000.

Minneapolis (population 380,498) reports that the year prior to the chest 5000 contributors gave a total of \$400,000. The first year of the chest, 32,000 persons gave a total of \$1,070,000.

Seattle reports that the year prior to its chest, 6000 persons contributed \$591,000. The first year under the chest, 12,000 donors gave \$637,000.

It is apparent from the foregoing that more people are reached by the chest and induced to give than are reached by the independent drives, and that the total amounts raised are considerably greater than under the independent drives. It is apparent that the chest distributes the burden among a greater percentage of population and succeeds in raising a larger amount of money.

CONTRIBUTIONS COMPARED WITH COSTS

The following figures have been compiled and published by the Portland Community Chest as showing the contributions for one year as compared with the total campaign and administrative expenses of one year of various other cities with the ratios of such expenses to the total contributions:

Table X

	Total Contributions	Campaign and Administrative Costs	Ratio
Kansas City.....	\$750,000.00	\$ 34,438.00	4.4%
Toledo.....	600,000.00	26,675.00	5.5%
Dayton.....	531,000.00	30,000.00	5.5%
Rochester.....	1,086,000.00	70,301.00	5.8%
Indianapolis.....	605,000.00	39,325.00	6.5%
St. Paul.....	630,000.00	34,679.00	6.6%
Bridgeport.....	475,000.00	22,800.00	6.9%
Milwaukee.....	387,000.00	31,430.00	7.8%
Denver.....	229,000.00	17,851.00	8.1%
Toronto.....	390,000.00	34,317.00	8.7%
Minneapolis.....	1,174,000.00	96,846.00	9.2%
Louisville.....	355,000.00	32,597.00	9.6%

As against the above statement the City Club Committee desire to show figures as affecting Portland as follows:

Table XI	Contributions	Campaign and Administrative Expense
April 1 to December 5, 1921.....	\$594,753.42	\$ 31,434.93
January 1 to September 30, 1922.....	546,200.46	33,963.40
Total for 18 months.....	\$1,140,953.88	\$65,398.33
Proportion applicable to one year 2-3 of above amounts.....	\$760,635.92	\$ 43,598.88
Ratio.....		5.7%

VI. CONCLUSIONS AND RECOMMENDATIONS

FOLLOWING the custom of other committees of the City Club, your Committee begs to submit the following conclusions and recommendations.

1. We approve of the Community Chest idea, which we conceive to be that of a central agency collecting funds for the support of those charitable and character-building institutions which, by reason of accomplishing a necessary city, state, national, or world service, have a valid claim to the financial support of this Community.

2. We believe that the Portland Community Chest is organized generally on right principles and is functioning properly.

3. We suggest that an institution receiving designations on pledge cards should be paid by the Chest the entire amount of its designations, even though such payment should exceed the amount of its allocation as a participant of the Chest.

4. We believe that membership in the Chest Corporation should be confined to clubs and

organizations such as are now members, and to such individuals who may be elected because of some outstanding meritorious community service; and that the participating beneficiaries' should not be eligible to membership. We believe, however, that the Chest should encourage the formation of a Council of Participating Beneficiaries. The functions of such a Council, we believe, should be to co-operate, by means of its committees, with the Community Chest Directors and their committees, serving generally the following purposes:

(1) To advise the Chest Directors with respect to matters requiring technical knowledge of the operation of the beneficiaries.

(2) To recommend to the Directors as to the inclusion of any new applicant for an allocation.

(3) To promote co-operation among the beneficiaries.

(4) To promote public knowledge of the work of the beneficiaries.

LETTER OF TRANSMITTAL

TO THE BOARD OF GOVERNORS OF THE CITY CLUB:

In this report your Committee has not attempted an argument for or against Community Chests in general, but has tried to present an orderly account of the principal facts relating to the organization and history of the Portland Community Chest.

We have tried to be accurate but not exhaustive. We have found it helpful in one or two instances to refer to Chests in other cities. Accurate and complete figures concerning the activities of other Chests are difficult of procurement and we do not vouch for the entire correctness of those in this report.

Whether the Portland Community Chest embodies the best method of raising funds for charities and philanthropies we leave to the judgment of the reader.

Respectfully submitted,

COMMITTEE ON COMMUNITY CHEST.

MACCORMAC SNOW, *Chairman*

PRESCOTT COOKINGHAM
GEORGE EHINGER
LYLE G. FEAR

J. P. DAWSON
W. B. MACKEY
C. L. WHEALDON

Portland Community Chest

TABULATION OF CONTENTS

I. ORGANIZATION

1. HISTORY AND CONSTITUTION Page 1
2. COMMITTEES Page 2
 - (a) Executive. (b) Finance. (c) Information. (d) Budget.
3. EXECUTIVE SECRETARY Page 3
4. CONFIDENTIAL EXCHANGE Page 4

II. CAMPAIGN ORGANIZATION

1. ARMY PLAN Page 4
2. BUREAU OF PUBLICITY Page 4
 - (a) Newspaper Men's Committee. (b) Newspaper Advertising.
 - (c) Display Advertising. (d) Theaters. (e) Handbook.
 - (f) Speakers. (g) Features.
3. CAMPAIGN STATIONERY Page 5
4. PLEDGES AND DONATIONS Page 5
5. COLLECTIONS Page 6

III. PAST FINANCIAL RECORD

1. RECEIPTS Page 6
 - (a) Total Contributions. (b) Interest on Bank Balances. (c) Wood from Winter Relief. (d) Transferred Pledges. (e) Uncollectible Pledges. (f) Uncollected Pledges. (g) Cash on Hand.
2. DISBURSEMENTS Page 7
 - (h) Prepaid Campaign Expenses. (i) Amounts paid to Beneficiaries. (j) Amounts Paid to Non-Chest Beneficiaries. (k) Campaign Expenses. (l) Administrative and Operating Expenses. (m) Expenditures for Furniture.
3. SCHEDULE OF AMOUNTS PAID BENEFICIARIES Page 8
4. TOTAL OVERHEAD Page 11
5. BENEFICIARIES RECEIVE 92.5% Page 12

IV. EFFECT OF CHEST ON BENEFICIARIES Page 12

V. COMMUNITY CHESTS IN OTHER CITIES. Page 14

VI. CONCLUSIONS AND RECOMMENDATIONS Page 15

NEW HISTORY OF OREGON

PRESENTED TO CITY CLUB

A new and valuable addition to the City Club's shelf of autographed books is a history of our own State, presented by the author, Judge Charles H. Carey, prominent Portland jurist. His "History of Oregon" is published by the Chicago-Portland Pioneer Historical Publishing Company, under a 1922 copyright and presents a wonderfully complete compilation of Oregon's principal historical events.

The volume is profusely illustrated with historical maps and photographs and brings Oregon history up-to-date. The volume comprises over 1000 pages.

"The search for the unknown Pacific Northwest is a story throbbing with vital interest, as is also the opening of the Oregon Trail, and the founding and building up of a great commonwealth in the Oregon Country," reads the author's introduction. "The mellowing of time will but add charm, without diminishing the interest and the scenes of Oregon's traditions. The narratives of the courageous navigators; the letters and diaries of the pathfinders and pioneers; moreover, even recent compilations and commentaries, will present a wealth of material, printed and unprinted, ready at hand and always available to furnish inspiration for the poet and to supply the idyls of romance. All this must be left to talent to discover and to utilize. Here the duty is rather to outline the essential facts of the History of Oregon, turning from the temptation to go into details and even passing by the stories of individual experiences, full as they are of interest, unless essential to forthright narrative."

The City Club is deeply appreciative of this fine gift by Judge Carey.

MUSIC PROGRAM MISSING

The City Club's specially advertised Music Week Program for last Friday, the occasion for women guests, was chiefly conspicuous for its lack of music announced on the program and promised by Portland's Music Week Committee at its own request. Not a single member of the scheduled program appeared and only one saw fit to send his regrets with a substitute number. Our fellow member, Earl R. Abbett and his accompanist, J. C. Oakes, saved the day by directing the Club in several well chosen group singing selections.

Judge Jacob Kanzler, of the Court of Domestic Relations, gave an excellent address on "Music as a Moral Asset." The influence of music was

TYPHOID PREVALENCE

Upon learning, early in October, that more cases of typhoid fever were being reported in Portland than usual, the Public Health Bureau of the City Club addressed an inquiry to the City Bureau of Health as to the number reported during the past three months, the source of the disease and steps being taken to correct conditions.

A detailed reply has been received from the City Health Bureau, giving the names of the patients, residences, places where the disease was contracted and steps taken to prevent recurrences. The report, under date of October 24th, reads in part as follows:

"There have been thirty-three cases of typhoid fever and three deaths from the disease in the City since August 1st. The enclosed list gives the source of the infection so far as we have been able to determine. Three cases contracted the disease while working on a dredge at the Port of Portland. Repeated water samples from the drinking tanks showed a high bacterial count. The dredge was ordered to shut down until the drinking water was improved, which has been done.

"Just as soon as a case is reported to this office a nurse is sent out to make a survey of sanitary conditions and to obtain the history of the case. If in Oregon, a copy of the survey is sent to the State Health Office, and if in the city we test any suspected water and order sanitary conditions improved. We are at present testing the water in a local swimming tank, but found that the patient contracted the disease either at the beach or Eagle Creek.

"At present the situation, although worse than it usually is at this time of the year, is not critical and we are able to handle it without difficulty."

The City Club Health Bureau has complimented the Health Department for its dispatch in handling the typhoid cases and presents the report for the information of the City Club members.

one, he said, which prevented juvenile delinquency. He pointed out that there was a great lack of discipline in the American home today, but that wherever music was taught, the child not only benefited from interest in the subject, but from the discipline which the mastery of music entails. He praised the fine influence provided by Portland's own Symphony Orchestra.

A LETTER FROM VIENNA

The letter published below might well be termed the first letter published in the *Bulletin* from a City Club member abroad. Dr. Ira E. Gaston, well known City Club man who has been studying in Europe for the past year, is the writer. He is at present in Vienna and the City Club will expect to hear more of his adventures upon his return. His letter, dated October 19th, and written from the office of the American Medical Association of Vienna, follows:

"If I remember correctly, the semi-annual dues for membership in the City Club are due very soon. Consequently I am enclosing check to cover same.

"Our stay in Europe has been exceedingly interesting but I shall enjoy a visit to the City Club luncheons once more upon returning to Portland. I'm sure the Club work has kept up as usual. After observing the conditions under which the masses of the people in Central and Southern Europe live I can understand better why the Americanization agencies in our country have such a difficult task. We find both English and American agencies here teaching the children hygiene and sanitary habits, but it is almost impossible to prevent them from falling into their old ways as soon as they return to their homes. The task here is far greater than it is in America.

"We feel much relieved over the prospects of an amicable settlement with the Turks, as we are not anxious to witness a resumption of hostilities in this part of the world. General political and economic conditions in Austria are in a very bad state, but there has been no serious trouble here since our arrival. The Viennese are exacting enough revenue from the foreigners, chiefly from Americans, to help very materially in paying the expenses of the government at the present time, and are still able to 'carry on'."

Mayo Fesler has been chosen Executive Secretary of the City Club of Chicago, a position made vacant some months ago by C. A. Dykstra, who accepted a similar position with the City Club of Los Angeles. Mr. Fesler has for twenty years been actively identified with civic work in St. Louis, Cleveland and Brooklyn. He founded the City Clubs of St. Louis and Cleveland.

The National Association of Civic Secretaries, of which the City Club of Portland is a member, will meet in Philadelphia, November 23-24, with the City Club of Philadelphia as host.

Longview Trip
CONTINUED FROM PAGE 1

Explanatory talks would be given by Chief Engineer Vandercook, of the Long Bell Co., and by Chief Engineer Hanscom, of the Port dredging operations.

"We want to make it possible for the City Club to see the vastly interesting work at Longview," states Mr. Polhemus, "and we promise that you will see things in industrial development that you will long remember."

Preliminary plans call for departure by automobiles or special car for Rainier promptly at noon either Saturday afternoon, December 9th, or another afternoon of the same week. A boat would meet the party at Rainier and proceed to Longview. Supper would be had in Longview before the return.

There is some question as to whether Saturday afternoon, or Friday afternoon will be the most satisfactory for the trip. This detail will need to be decided by the Club at the Friday meeting.

Chest Survey
CONTINUED FROM PAGE 1

prompted by a realization of the great lack of definite information concerning the organization and operation of the Chest and a need for a better understanding of the reasons for its existence. In a measure, the purpose of the report is similar to the Club's study of the Public Welfare Bureau.

At its first meeting the Committee held a conference with Dr. Edward T. Devine, then in Portland from New York City, and definite sections of the study were assigned to the seven members of the Committee. Since that time the work has progressed and the report now appears coincident with the annual Community Chest drive.

An interesting feature of the study was that some of the members of the Committee were skeptical about the value of the Chest, but were won over to its support as facts were brought out in the report.

Speaking editorially, the report proves, decidedly, the value and place of City Club studies in regard to municipal problems and also indicates that it pays for City Club members to make suggestions for new studies. This teamwork scores big and will result in a steadily growing City Club.

City Club bowlers have won four out of the last six games played in the Club League. The Volley Ball team is still hammering away.